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## Bullying in the Kitchen: A Research on Culinary Interns

*Mutfakta Zorbalık: Mutfak Stajyerleri Üzerine Bir Araştırma*

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### ABSTRACT

Commercial kitchens are one of the departments in the hospitality industry where high employee turnover creates significant problems. For this reason, it is necessary to investigate the reasons that lead to job dissatisfaction or quit. One of these reasons, bullying, has been frequently mentioned in the literature as one of the prominent arguments. The aim of this research is to find out whether kitchen interns are bullied and how this affects their job satisfaction levels and intention to leave their job. In addition, it was examined whether there are differences in exposure to bullying based on gender variable. The sample consisted of associate and undergraduate program students in culinary arts, gastronomy and/or cooking programs of 5 different public and private universities in İzmir, Turkey. Data were collected from 129 kitchen interns between September and December 2023; SPSS was used for regression and t-test analyses. The empirical results show that there is a moderate level of exposure to bullying among the interns; female interns are more likely to be bullied than their male counterparts in the kitchen, and that bullying increases the intention to leave among all interns while decreasing job satisfaction levels. This study aims to guide food and beverage companies in developing a well-planned training program for interns and creating a positive work environment to increase job satisfaction and reduce turnover. Although the subject is not new to the hospitality sector, it is seen that there is little research on bullying among kitchen interns. Therefore, it is aimed to contribute to the literature, especially in the context of bullying in the kitchen.

### ÖZ

Ticari mutfaklar, ağırlama sektöründe, çalışan devir hızının yüksek olmasının önemli sorun yarattığı departmanlardan biridir. Bu nedenle iş memnuniyetsizliği veya bırakmaya neden olan sebeplerin araştırılması gerekmektedir. Bu sebeplerden biri olan zorbalık konusu öne çıkan argümanlardan biri olarak alanyazında sıkça bahsedilmiştir. Bu araştırmanın amacı da mutfak stajyerlerinin zorbalığa uğrayıp uğramadığını ve bunun iş tatmini düzeylerini ve işten ayrılma niyetlerini nasıl etkilediğini bulmaktır. Buna ek olarak cinsiyet değişkenine dayalı zorbalığa maruz kalmada farklılıkların olup olmadığı da incelenmiştir. Örneklem, Türkiye'nin İzmir kentindeki 5 farklı kamu ve özel üniversitesinin mutfak sanatları, gastronomi ve/veya aşçılık programları lisans ve önlisans öğrencilerinden oluşmaktadır. Veriler, Eylül-Aralık 2023 tarihleri arasında 129 mutfak stajyerinden toplanmış; regresyon ve t-testi analizleri için SPSS kullanılmıştır. Ampirik sonuçlar, stajyerler arasında orta düzeyde zorbalığa maruz kalma olduğunu; kadın stajyerlerin mutfakta erkek meslektaşlarından daha fazla zorbalığa maruz kaldığını ve zorbalığın tüm stajyerler arasında işten ayrılma niyetini artırırken iş tatmini düzeylerini düşürdüğünü göstermiştir. Bu çalışma; yiyecek ve içecek işletmelerine stajyerler için iyi planlanmış bir eğitim programı geliştirme ve iş tatminini artırmak ve işgücü devir oranını azaltmak için olumlu bir çalışma ortamı yaratma konusunda yol gösterici olmayı amaçlamaktadır. Konu, ağırlama sektörü için yeni olmasa da mutfak stajyerleri arasında zorbalık konusunda yapılan az sayıda araştırma olduğu görülmektedir. Bu nedenle özellikle mutfakta zorbalık bağlamında literatüre katkıda bulunulması amaçlanmaktadır.

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## Introduction

Recruitment of qualified employees in food and beverage industry has utmost importance as the success of the operation depends heavily on labor and one-on-one service encounters. Retention of those employees, kitchen staff in particular, is even more important to standardize served items and keep up the quality, consistency and conformity to service standards. Food and beverage establishments indicate a high labor turnover rate because of low pay, irregular working days/hours, poor management and pressure; yet, the recruitment of new personnel brings many financial and moral burdens to the business. Therefore, it is necessary to reveal the potential reasons that may affect employees' intention to leave their job. It is also a fact that food and beverage establishments employ a huge number of young, temporary personnel with no formal training or skills required, due to seasonality and demand fluctuations. In some cases, temporary or part-time employees may not be able to develop commitment or a sense of belonging to their workplace as they know that they are transient; and they may become more disobedient than their full-time counterparts. As a result, supervisors or managers may be too bossy and aggressive towards them. This continuous tension between two parts may result in threat of counter aggression; namely bullying (Bloisi, 2021, p. 505; Van Der Wal, Nisbet, Haw, 2021, p. 518; Kim, Roh, Kim, Spralls, 2020, p. 337).

Aggression in commercial kitchens is sometimes normalized by the chef her/himself who is in charge due to the fast-paced tempo, time constraints, self-reputation concerns and military type hierarchy. It's seen as inevitable part of the work culture. It is used as part of management roles to harden up newcomers and also keep things under control at all times since mistakes in the kitchen are costly such as food-born illnesses, poisoning and severe work accidents. So, mistreatment is perceived as a characteristic of the kitchen and part of training process. All these conditions, combined with harsh physical working environment, create a fertile ground for bullying to flourish. Another reason is that, restaurants have limited number of staff with no human resources department to manage personnel issues and prevent abusive supervision (Smith, Kitterlin-Lynch, Pierre, Moreo, 2021, p. 301; Bloisi, 2012, p. 114; Johns and Menzel, 1999, p. 103).

Although apprentices in food and beverage industry stand out as a risk group by holding the lowest level position in kitchen brigade system, there is a scarcity of research about bullying towards them. In this study, exposure to bullying among undergraduate students of culinary departments who do their compulsory internships in food and beverage businesses such as restaurant, cafe, bakery and hotel kitchens are examined along with their job satisfaction levels and intention to leave. The output from this study aims to make contributions to effective kitchen management by addressing the gap in the literature. Another objective of the research is to test industry perception on necessity of aggression in commercial kitchens and find out whether it is useful for new entrants to industry or not.

## Literature Review

Bullying is defined as the systematic exposure to repeated mistreatment and enduring aggressive behavior at work and could be in the form of various negative practices; such as constant insult, criticism, physical / verbal abuse, accusations or offensive remarks by various researchers. These studies about bullying emphasize that the practices are intentional, repeated on an ongoing basis, done regularly and exerted with some kind of hostility (Ofiaz and Polat, 2023, p. 260; Rai and Agarwal, 2018, p. 824; Gillen, Sinclair, Kernohan, Begley, Luyben, 2017, p. 9; Sansone and Sansone 2015, p. 31; Hauge, Skogstad, Einarsen., 2011, p. 611). Bullying generally stems from the imbalance of power where the person with power, usually the manager or supervisor, loses the control and engages in bullying towards the employee. On the other hand, the employee who has less power stand by with folded arms; unable to cope with overload

of stress and gets intimidated by losing his/her job. The frightened employee is exposed to persistent abuse which in turn results in severe effects on their health, well-being, work motivation and performance. There are several types of bullying; e.g., work/person-related, passive/active, psychological/physical or more than one type at the same time (Einarsen, Hoel, Zapf, Cooper, 2020, p. 13). Several researchers studied the effects of bullying and indicated that it has numerous individual consequences (Mikkelsen, Hansen, Persson, Byrgesen, Hogh, 2020, p. 163; Verkuil, Atasayi, Molendijk, 2015, p. 9; Nielsen, Tangen, Idsoe, Matthiesen, Magerøy, 2015, p. 22; Öcel, 2011, p. 83; Torun, 2004, p. 187) like fear, stress, anxiety, exhaustion, reduced self-confidence, worthlessness, depression, extreme fatigue, sleeping problems, gastrointestinal issues, headaches as well as organizational consequences (Avcı Taşkıran and Gürbüz, 2022, p. 342; Hoel, Cooper, Einarsen, 2020, p. 209; Nielsen and Einarsen, 2018, p. 79; Glambek, Matthiesen, Hetland, Einarsen, 2014, p. 255; Banoa and Malik, 2013, p. 618) such as job dissatisfaction, burnout, intention to leave, absenteeism, reduced commitment and job engagement for the employee. Workload, job insecurity, cognitive demands, role conflict and ambiguity are among the top work stressors that has been linked to antecedents of bullying in the workplace (Van den Brande, Baillien, De Witte, Vander Elst, Godderis, 2016, p. 67; Baillien, Rodriguez-Munoz, Van den Broeck, De Witte, 2011, p. 128; Agervold, 2009, p. 267). Employees working in male-dominated organizations and unskilled employees are also found to be victimized more with bullying (Lange, Burr, Conway, Rose, 2019, p. 237; Ortega, Pejtersen, Olsen, 2009, p. 437; Einarsen and Skogstad, 1996, p. 185).

Bullying was found to have adverse effects on job satisfaction (Shukla and Singh, 2020, p. 33; Bano and Malik, 2013, p. 623; Lapierre, Spector, Leck, 2005, p. 155). Although job satisfaction is a subjective evaluation of the employee, based on expectations-actual outcome comparison, often individual and organizational elements shoulder together causing job satisfaction or dissatisfaction. Of all the intertwined elements that effect this evaluation; quality of work environment, working conditions, work life; fulfillment of psychological, social and economical needs are the most prominent indicators (Parvin and Kabir, 2011, p. 119). When employees are treated equally, have autonomy to some extent, establish a good communication with their supervisors and work in a mentally and physically supportive environment in which employer invests on employees' well-being; it is more likely that job satisfaction will be higher (Avtgis, 2000, p. 83; Taylor, 2000, p. 307; Rai and Agarwal, 2018, p. 833).

Intention to leave is a situation that arises due to the employee's dissatisfaction with the conditions in the work environment. The transformation of the intention to leave the job into the behavior of actual leaving the job is a process; and this process is affected by many factors. Intention to leave is the biggest predictor of leaving behavior (Seyrek and İnal, 2017, p. 64).

Based on the above literature review and previous studies, main effect on both job satisfaction and intention to leave on the probability of being a target of bullying is questioned. Following hypotheses are developed for further investigation:

Hypothesis 1: A decrease in job satisfaction is associated with exposure to bullying

Hypothesis 2: An increase in intention to leave is associated with exposure to bullying.

### **Materials and Methods**

The purposive sampling method was used to determine the sample of culinary interns. So, including all 5 private and public school/universities that offer cooking/culinary programs in İzmir, it was statistically ensured that sample size is sufficient for executing the analyses. The criteria for the selection of culinary students was completion of a minimum of one voluntary or compulsory internship. The online survey form was shared with the students via related program's secretary after contacting department heads of all universities and getting

their approval. Out of all 178 students who completed either a compulsory or voluntary internship, 129 culinary students participated in the survey. The universities included in the study are İzmir University of Economics, Department of Gastronomy and Culinary Arts; İzmir Katip Çelebi University, Department of Gastronomy and Culinary Arts; Yaşar University, Department of Gastronomy and Culinary Arts; Dokuz Eylül University, Department of Gastronomy and Culinary Arts; and İzmir Kavram Vocational School, Cookery Program. While the first four programs are undergraduate programs, İzmir Kavram Vocational School, Cookery Program is an associate degree program.

Survey consisted of 4 parts; demographics of the participants, bullying, job satisfaction and intention to leave scales respectively. Except for the demographic questions, the employees' level of agreement with the statements in the other three scales was determined with a 5-point Likert Scale. SPSS 21 was used to analyze data. After determining the applicability of parametric tests, the relationships between variables were analyzed using t-test and simple regression analysis.

Workplace bullying was measured by using the Negative Acts Questionnaire-Revised (NAQ-R) which was developed by Einarsen, Hoel, Notelaers (2009, p. 32). The scale consists of 22 items to assess how often participants have experienced various negative acts that happen regularly and could be considered bullying. The NAQ-R features a five-point likert scale; 1 used for never, 2 for rarely, 3 for sometimes, 4 for often and 5 for every day. The study adopts the Turkish version of Aydın and Öcel (2009, p. 99)'s study. The findings revealed that the Turkish form of the scale has a single-factor structure, and the criterion validity, which is determined by examining the correlation between the scale scores and a measurement tool that measures the same structure, and the correlations between the self-esteem and trait anxiety scores, which are outcome variables, are at an acceptable level. The Cronbach's alpha coefficient of the scale was .88, the test-retest reliability coefficient was .80, and the two-half reliability coefficients calculated in two different ways were .83 and .82. Based on these findings, it was concluded that the Turkish form of the Workplace Bullying Scale has the necessary psychometric properties to be used in the research.

In the second part of the survey form, there were 5 questions adapted into Turkish from Hackman and Oldman's (1975, p. 159) Job Diagnostic Survey by Şeşen and Basım (2010, p. 180) in order to measure their job satisfaction levels. The reliability and validity values of the job satisfaction scale were also calculated and the total reliability level was found to be .78. This five-question survey was used in past studies to measure General Job Satisfaction and no validity problem was encountered. Participants were asked to choose between "1- Strongly disagree, 2- Disagree, 3- Undecided, 4- Agree, 5- Strongly agree" to indicate the extent to which they agreed with the statements.

The third part of the survey consists of 4 items in order to measure the intention to leave their job. The scale was developed by Rosin and Korabik (1991, p. 330). The Cronbach's alpha value of the original scale was determined as .82. In this study, the scale with a Cronbach's alpha value of .96, developed by Rosin and Korabik and adapted into Turkish by Tanrıöver (2005, p. 87), was used. The scale consists of a total of 4 statements. These statements are, respectively, "I would quit my job if I had the opportunity", "I have started to think about quitting my job more often lately", "I am actively looking for a new job" and "I do not plan to quit my job". The turnover intention scale was rated on a 5-point Likert Scale. Participants were asked to mark the appropriate option among the options "1- Strongly disagree, 2- Disagree, 3- Undecided, 4- Agree, 5- Strongly agree" to indicate the extent to which they agreed with the statements.

In the results section, descriptive statistics of the data (number, percentage, mean, standard deviation, median, minimum and maximum) are given. In cases where the normality assumption is met, Independent Sample T-test was applied to compare two independent groups. Pearson correlations were applied to examine the relationships between continuous measurements suitable for normal distribution. The reliability of the scale used in the study was tested. Linear Regression analysis was used in the mathematical modeling of a dependent continuous variable with independent variables. The analyses were performed in the IBM SPSS 25 program.

The study adhered to ethical guidelines, ensuring the confidentiality and anonymity of all participants. Informed consent was obtained from each participant prior to data collection. İzmir University of Economics Ethics Committee validated the study with their ethics approval, which was obtained on 07.11.2023 with the reference number B.30.2.İEÜ.0.05.05-020-321.

## Results

Frequency and percentage distributions regarding the demographic characteristics of the employees participating in the research are shown on Table 1.

**Table 1.** Descriptive Variables of the participants

	<b>Group</b>	<b>n</b>	<b>%</b>
<b>Gender</b>	Female	71	55.00
	Male	58	45.00
	Total	129	100
<b>Grade</b>	Freshman	7	5.43
	Sophomore	17	13.18
	Junior	26	20.15
	Senior	79	61.24
	Total	129	100
<b>Experience</b>	1st Internship	41	31.78
	2nd Internship	49	37.98
	3rd Internship	25	19.38
	4th Internship	14	10.86
	Total	129	100
<b>Internship type</b>	Obligatory	111	86.00
	Voluntary	18	14.00
	Total	129	100
<b>Weekly working hours</b>	10-20 hours	11	8.53
	21-30 hours	10	7.75
	31-40 hours	10	7.75
	More than 40 hours	98	75.97
	Total	129	100
<b>Total number of employees in the kitchen</b>	1-4	21	16.28
	5-8	50	38.76
	9-12	22	17.05
	13-16	36	27.91
	Total	129	100
<b>Type of establishment</b>	Hotel	40	31.00

Patisserie	11	8.53
Restaurant/Cafe	71	55.04
Other	7	5.43
Total	129	100

While 55% of the participants are female, 45% are male intern students. 5.4% of the interns are 1st year students, 13.2% are 2nd year students, 20.2% are 3rd year students and 61.2% are 4th year students. 31.8% of the students participated in the survey after completing their first internship, 38% after their 2nd internships, 19.4% after their 3rd internships, and finally 10.9% after their 4th internships. While 86% of the internships were compulsory internships; 14% are voluntary internships. The working hours in these internships were expressed as 10-20 hours by 8.6%, 21-30 hours by 7.8%, 31-40 hours by 7.8%, and more than 40 hours by 76% of the respondents. The number of employees in the enterprises where the internship took place is 16.3%, 1-4 employees, 38.8%. 5-8 employees, 17.1% 9-12 employees, 27.9% 13-16 employees; The types of businesses where the internship was done were stated as 31% hotel, 8.5% patisserie, 55% restaurant / cafe, 5.4% other.

First, a t-test was applied to find out whether there was a significant difference between male and female interns' exposure to bullying. Results are shown on Table 2:

**Table 2.** T-test Analysis of Bullying and Gender Differences

Group	n	Mean	Std. Deviation	t	df	p
Female	71	2,6958	1,11371	2,548	127	0,12
Male	58	2,2108	1,02662			

After the t-test was conducted to compare the bullying exposure of male and female interns, it was found that the levels of bullying exposure were different from each other ( $t_{0,05;127}=2,548$ ). As a result, it can be said that the bullying exposure level of female interns ( $\bar{x}=2.6958$ ) is higher than the bullying exposure level of male interns ( $\bar{x}=2.2108$ ).

In examining the distributions of the dimensions of the scales, the K-S normality test was applied and the skewness-kurtosis values were examined.

**Table 3.** Descriptive Statistics and eliability of the Scales

Scales	n	$\bar{X}$	SD	Skewness	Kurtosis
Bullying	129	2.4778	1.09	.680	-.552
Job Satisfaction	129	3.5767	1.06	-.699	-.243
Intention to leave job	129	2.7016	.866	.452	-.102

Table 3 summarizes descriptive statistical values for the scales used in the study. As it is seen on the table, the skewness and kurtosis values (lowest = -.102, highest = .933) of bullying, job satisfaction and intention to leave scores are between +1.0 and -1.0. Tabachnick and Fidell (2013) state that the kurtosis and skewness values being between these values is evidence that there is no excessive deviation from normality in the distribution. In this context, since the skewness and kurtosis values of the study met this condition, parametric tests were used in the analysis of the data.

Since the validity and reliability analysis were done for the scales used in the study, only confirmatory factor analysis was applied; thus, it was aimed to show that the scale structure obtained with the new data set continued to be preserved. At the same time, Cronbach's Alpha reliability coefficient was calculated to evaluate the reliability of the total scores obtained with the new data set.

**Table 4.** Confirmatory Factor Analysis fit indices for the scales used in the study

	RMSEA	NFI	CFI	IFI	TLI	CMIN	CMIN/df	Cronbach Alfa
Bullying	0,09	0,85	0,90	0,91	0,90	426,748	2,092	0,966
JS	0,00	0,99	1,00	1,00	1,00	1,418	0,284	0,874
ITL	0,00	0,99	1,00	1,00	1,00	0,469	0,235	0,401

According to the confirmatory factor analysis shown on Table 4, it was determined that the scales used in the study were significant at the  $p < 0.001$  level according to the structural equation model result and that the items forming the scales were related to the scale structures. According to the single-factor model confirmatory factor analysis results for bullying, when the goodness of fit indexes were examined; RMSEA 0.09; CFI 0.90;  $\chi^2$  was found to be at an acceptable level with the values of 426.748 ( $p < 0.001$ ).

According to the single-factor model confirmatory factor analysis results for job satisfaction, when the goodness of fit indexes were examined; RMSEA 0.00; CFI 1.00;  $\chi^2$  was found to be at an excellent level with the values of 1.418 ( $p < 0.001$ ).

According to the single-factor model confirmatory factor analysis results for intention to leave, when the goodness of fit indexes were examined; RMSEA 0.00; CFI 1.00;  $\chi^2$  was determined to be at an excellent level with a value of 1.418 ( $p < 0.001$ ).

Reliability analysis was conducted to test the consistency of the scales applied in the study according to the responses given by the participants. Bullying scale is very reliable with a Cronbach alpha reliability coefficient of 0.966. Job Satisfaction scale is highly reliable with a Cronbach alpha reliability coefficient of 0.874. The Intention to Leave scale is low with a Cronbach alpha reliability coefficient of 0.401.

**Table 5.** Correlation Relationship between scales

Variables	1	2	3
1. Bullying	1.00		
2. Job Satisfaction	-.291*	1.00	
3. Intention to leave job	.677*	-.253*	1.00

\* $p < .01$

Table 5 indicates that there is a significant relationship between all 3 variables. It was found negative and at a low level ( $r = -.291$ ;  $p < .01$ ) between bullying and job satisfaction; positive and at a medium level ( $r = .677$ ;  $p < .01$ ) between bullying and turnover; and negative and at a low level ( $r = -.253$ ;  $p < .01$ ) between job satisfaction and turnover.

**Table 6.** Linear Regression Analysis Summary between Bullying and Job Satisfaction Variables

Variables	$\beta$	S.H.	St. $\beta$	t	p
Constant	3,553	0,327		10,876	<0,001*
JS	-0,301	0,088	-0,291	-3,433	0,001*
F:11,788 and $p < 0,001$		$R^2:0,085$ and Adjusted $R^2:0,078$			

\*JS: Job satisfaction

Table 6 shows Linear Regression analysis that was applied to investigate the effect of individuals' JS scores on their bullying total scores. ANOVA test was applied to test the model significance and it was determined that the established regression model was significant ( $F = 11.788$  and  $p < 0.001$ ). The rate of explanation of the change in the dependent variable by the independent variable in the model was 7.8%. When there is no effect of any variable in the

model, the Bullying total score average is expected to be 3.553. The regression coefficient for JS was calculated as -0.301 and was found to be statistically significant ( $p < 0.05$ ). A one-point increase in JS decreases the Bullying average by 0.301 points.

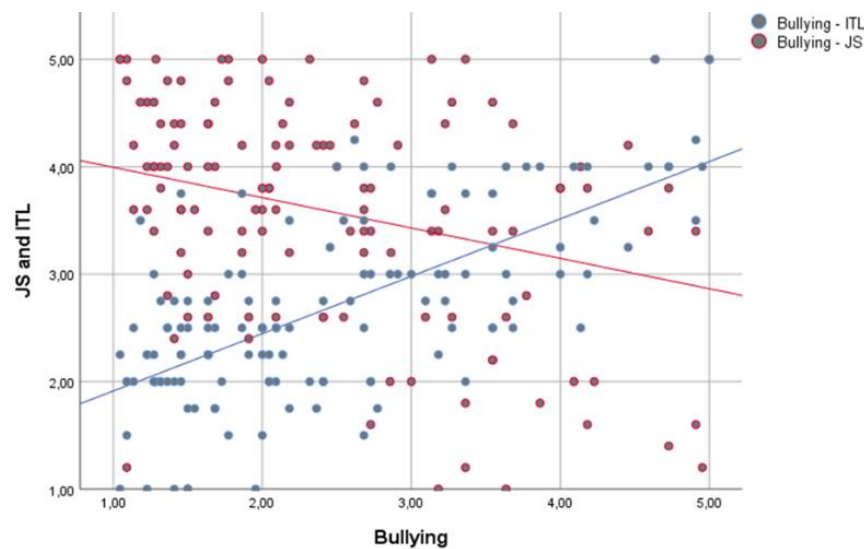
**Table 7.** Linear Regression Analysis Summary between Bullying and Intention to Leave Variables

Variables	$\beta$	S.H.	St. $\beta$	t	p
Constant	0,158	0,235		0,674	0,502
ITL	0,859	0,083	0,677	10,367	<0,001*
F:107,479 and $p < 0,001$		$R^2$ :0,458 and Adjusted $R^2$ :0,454			

\* $p < 0,05$ , ITL: Intention to leave, S.E.: Standard Error and St.: Standard

Table 7 shows Linear Regression analysis that was performed to investigate the effect of individuals' ITL scores on their total bullying scores. ANOVA test was applied to test the model significance and it was determined that the established regression model was significant ( $F=107.479$  and  $p < 0.001$ ). The independent variable in the model explained the change in the dependent variable by 45.4%. The regression coefficient for ITL was calculated as 0.859 and was found to be statistically significant ( $p < 0.05$ ). A one-point increase in ITL increases the Bullying average by 0.859 points.

**Figure 1.** Scatter Plot for Bullying, JS and ITL relationship



In addition to correlation and regression analyses explained above, the scatter plot shown on Figure 1 also summarizes the direction, strength and linearity of the association between variables.

### Conclusion

This study examined the effect of being bullied and how it effects job satisfaction and intention to leave among culinary interns. While there is a weak relationship between exposure to bullying and job satisfaction among interns; it appears to have a significant impact on the intention to leave the job.

Considering the results of this study, it is observed that exposure to bullying among university students doing internships in the kitchen increased their intention to leave the job, although it did not have a prominent effect on their job satisfaction levels. This situation, that is, low effect on job satisfaction, may be due to the fact that internship is perceived as a transient, short-term employment; or simply because students are still at the beginning of their careers



and studying culinary profession by their own choice and desire. However, it seems that they do not have the same positive attitude towards working in an environment where bullying is present.

Several previous studies (Ramsey, 2002, p. 3; Bano and Malik, 2013, p. 618; Chen and Wang, 2019, p. 2034; Shehawy, 2022, p. 1627; Oflaz and Polat, 2023, p. 258) hypothesized that bullying would have a significant effect on job satisfaction and the current research also supports this assertion. Similarly, bullying was found to have negative outcomes on intention to leave (Na and Jeon, 2010, p. 37; Bloisi, 2012, p. 447; Bohle, Knox, Noone, Mc Namara, Rafalski, Quinlan, 2017, p. 446; Smith et al., 2021, p. 299; Van Der Wal et al., 2021, p. 517). While bullying is a common problem in the commercial kitchen, research on intern chefs was limited. By focusing on a specific segment of the food and beverage industry employees, the current research assessed its impact on job satisfaction and turnover intentions among these temporary staff in the commercial kitchen.

Based on these findings, some suggestions can be developed. First of all, kitchen managers can benefit from the results of this study. They can try to minimize the turnover rate of kitchen employees as much as possible; starting from the trainee level. At this point, they can bring the working conditions to the desired level by ensuring the desired division of labor in the kitchen. The role of head chef is considered crucial for harmony in the kitchen. To reduce interns' uncertainty and stress, chefs must keep communication channels open for continuous feedback from staff who is not only new to the place but to the profession as well. Additionally, management could foster increased loyalty by using definite job descriptions to alleviate role conflict and ambiguity as part of a concrete training strategy. They can also make interns understand the hierarchy structure and order in the kitchen. Effective ethical management and leadership development could be fostered with a clear written procedure that is translated into action plans.

In future studies, comparing full-time employees and interns in the context of the same variables may contribute to the literature in terms of improving both theoretical and managerial practices. This study was conducted with university students in Izmir who is studying gastronomy at bachelor's degree. Conducting similar studies in different provinces or regions with a larger sample size could provide opportunities for comparison as well.

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